

# Administrative Support



## Department Description

The Agency's support divisions play an important role providing essential financial, administrative, contract, and planning support to the Agency's regions and divisions. They are essential to maintaining a high level of operational excellence and adherence to required disciplines. Financial and Support Services; Human Resources; Management Support; Agency Contract Support; and Strategy and Planning divisions are included, as well as the Compliance Office and the Office of Resource Development within the Agency Executive Office.

## Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

## 2004-05 Accomplishments

### Strategic Initiative – Kids

- Participated in the County's review of the child welfare system in order to strengthen the system and respond to State and federal accountability reforms, including assistance in the design of the Quality Assurance unit.
- Met 100% (10 of 10) of California Work Opportunities and Responsibility to Kids (CalWORKs) Welfare Information Network (CalWIN) major milestones in preparation for implementation of this new information system for tracking welfare eligibility and issuing benefits.
- Worked with the County Office of Strategy and Intergovernmental Affairs and Washington, DC representatives to obtain \$119,000 in additional funding for San Pasqual Academy capital improvements.

### Strategic Initiative – Safe and Livable Communities

- Obtained over \$14.1 million in external grants and/or revenues to benefit the community and Agency during tight financial times, exceeding the target of \$2.7 million.

- Trained 36 Agency subject matter experts in developing high quality legislative sponsorship proposals.

### Required Discipline – Fiscal Stability

- Initiated seven projects to improve Agency revenue management, exceeding the target of three.

### Required Discipline – Skilled, Competent Workforce

- Completed 98% (5,394) of performance reports on time so that staff receives feedback on their performance.

### Required Discipline – Information Management

- Conducted six workshops on advanced data analysis and usage to educate staff on how to use data to support decision-making.

### Required Discipline – Accountability/Transparency

- Developed performance work statements for 25.8% (16) contracts to strengthen accountability for results, exceeding the goal of transitioning 10% of contracts identified in a performance-based services contracting plan.
- Ensured that 70% (15) of Agency regions and divisions had a compliance risk assessment completed by the end of the fiscal year.
- Ensured that 98.7% (155) of contracts sampled are monitored according to a monitoring plan.



- Conducted operations research reviews on health promotion staffing and use of call centers to improve program performance and operational efficiencies.

### **Required Discipline – Continuous Improvement**

- Convened four “Deep Dives,” management team meetings focusing on key performance challenges in Child Welfare Services Relative Caregiver Approval, CalWORKs Sanctioned Cases, Public Health Nursing, and Child Welfare Services Quality Assurance.

### **2005-07 Objectives**

#### **Strategic Initiative – Safe and Livable Communities**

- Provide a Countywide Management Decision Support System prototype and communication plan by June 2006 that is flexible enough to meet the challenging dynamics of disaster response.
- Initiate four emergency response drills with community public information officers by June 2006 to ensure timely communication to the public during health emergencies.
- Obtain \$6.7 million in external grants and/or revenues to benefit the community and Agency during tight financial times.

#### **Required Discipline – Fiscal Stability**

- Manage resources in Fiscal Year 2005-06 to ensure a minimum management reserve level of \$5.0 million.

#### **Required Discipline - Skilled, Competent Workforce**

- Decrease by 5% (10) the overall average of vacancies in the Agency by developing effective recruitment strategies.

#### **Required Discipline – Information Management**

- Meet at least eight of nine CalWORKs Welfare Information Network (CalWIN) milestones as the Agency prepares for the implementation of this new information system for tracking welfare services, which is scheduled to “go live” in June 2006.

#### **Required Discipline – Accountability/Transparency**

- Ensure that 97.5% of an estimated 130 contracts sampled are monitored according to a monitoring plan.
- Conduct a minimum of two in-depth risk assessments, which average six months to complete, in order to ensure compliance with funding source guidelines and regulations.

### **Changes from 2004-05 Adopted**

#### **Staffing**

Includes the net transfer of 2.50 staff years.

- Transfer of 3.50 staff years from Public Health Services and Regional Program Support to support program needs and the increased demands of doing business.
- Transfer of 1.00 staff year to County Counsel. These changes better align staffing with the administrative structure

#### **Expenditures**

Includes an increase in expenditures of \$11.3 million.

- \$0.7 million net increase in Salaries and Benefits due to negotiated labor agreements and the net transfer of 2.50 staff years.
- \$8.1 million increase in Services and Supplies.
  - \$3.0 million appropriation for Bioterrorism reserves.
  - \$1.6 million increase in major maintenance.
  - \$1.3 million increase due to the transfer of the Child Abuse Prevention, Intervention, and Treatment (CAPIT) contract.



- \$2.7 million increase due to centralization of Purchasing and Contracting, Internal Service Funds and other miscellaneous costs.
- \$3.8 million increase in Management Support, primarily for CalWIN implementation.
- \$4.3 million reduction due to one-time cost for the Public Health Laboratory remodel.
- \$2.5 million increase in Management Reserves based on projected Fiscal Year 2004-05 available Agencywide fund balance.
- \$5.5 million increase in budgeted use of Fund Balance (total \$8 million) to fund \$3.5 million major maintenance and to budget a \$5 million management reserve.
- For Fiscal Year 2004-05, the General Revenue Allocation listed in the accompanying chart is a negative number. Revenues budgeted in Fiscal Year 2004-05 for this Program exceeded expenditures by \$3.9 million and would be used to fund costs in other HHSA Operational Plan Programs reducing the actual General Revenue Allocation for those programs. For Fiscal Year 2005-06 the excess revenues are budgeted in the other programs, which increases the negative General Revenue allocation to \$0.

### Revenues

Includes an increase in revenue of \$11.3 million:

- \$1.0 million decrease in Intergovernmental Revenue resulting from a decrease in Tobacco Tax Settlement and Administrative Allocations offset by an increase in State CalWIN program revenue.
- \$1.0 million increase in Charges for Current Services associated with CAPIT.
- \$1.9 million increase in Other Financing Sources associated with Social Services, Mental Health, and Health Realignment.

### Significant Changes in Fiscal Year 2006-07

Approved expenditure and revenue reductions of \$6.7 million, primarily due to the decrease in the CalWIN allocation and the reflection of one-time Bioterrorism reserves in Fiscal Year 2005-06. There are no changes in staffing.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Dollars obtained by Office of Resource Development for Agency and community programs	\$2.7 million	\$14.1 million	\$6.7 million	\$6.7 million
Management Reserves for HHSA	N/A	N/A	\$5 million	\$5 million
Contracts (sampled) that have monitoring plans that meet required elements	97%	98.7%	97.5%	98%
Milestones for new welfare services information system achieved <sup>1</sup>	95%	95%	N/A	N/A
Revenue projects initiated <sup>1</sup>	3	7	N/A	N/A
Performance work statements developed for contracts identified in contracting plan <sup>1</sup>	10%	25.8%	N/A	N/A
Workshops on advanced data analysis and usage convened <sup>1</sup>	5	6	N/A	N/A

<sup>1</sup> These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," that was developed based on input from community advisory committees and staff.



### Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agency Executive Office	19.50	20.00	20.00
Agency Contract Support	22.00	22.00	22.00
Financial Services Division	184.00	184.00	184.00
Human Resources	62.00	62.00	62.00
Management Support	12.00	12.00	12.00
Proposition 10	16.00	16.00	16.00
Strategy and Planning Division	26.00	28.00	28.00
Total	341.50	344.00	344.00

### Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agency Executive Office	\$ 10,518,570	\$ 3,121,444	\$ 14,855,791	\$ 10,851,627
Agency Contract Support	2,403,372	3,040,287	3,414,876	3,417,428
Financial Services Division	23,384,494	20,520,572	24,164,195	24,179,667
Human Resources	5,642,042	4,984,645	5,567,407	5,572,737
Management Support	15,604,860	17,719,811	19,411,396	16,590,902
Proposition 10	1,268,538	1,237,356	1,405,731	1,457,888
Strategy and Planning Division	5,243,239	4,653,584	6,513,152	6,509,489
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738

### Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 26,316,686	\$ 24,926,661	\$ 27,006,741	\$ 27,125,233
Services & Supplies	35,123,049	30,345,442	43,220,807	36,349,505
Other Charges	5,000	(2,317)	5,000	5,000
Capital Assets Equipment	120,380	7,915	100,000	100,000
Management Reserves	2,500,000	—	5,000,000	5,000,000
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	2,500,000	2,500,000	8,000,000	5,000,000
Intergovernmental Revenues	40,961,273	7,489,144	39,958,533	31,656,361
Charges For Current Services	676,663	986,648	1,676,565	1,676,565
Miscellaneous Revenues	540,223	260,463	556,463	556,463
Other Financing Sources	23,262,170	29,325,109	25,140,987	29,690,349
General Revenue Allocation	(3,875,214)	14,716,338	—	—
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738